

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Aspen Institute Traditional Executive Seminar 3 - 16 August 1986

DDA/REG
LOGGED

FROM:

Director of Training and Education
1026 CofC

EXTENSION

NO.

DATE

18 September 1986

TO: (Officer designation, room number, and building)

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1. ~~EA/DDA~~
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OIT 0774-86
3 September 1986

MEMORANDUM FOR THE RECORD

SUBJECT: Aspen Institute Traditional Executive
Seminar 3-16 August 1986

1. From 3-16 August 1986, I attended the Aspen Institute for Humanistic Studies' Traditional Executive Seminar, in Aspen Colorado. The seminar was a unique educational experience from which I believe I derived considerable benefit. I further believe that it has enhanced my value to the Agency as a manager. This memorandum will describe the Aspen Executive Seminar, in general, and my seminar session, in particular. Furthermore, I will try to reflect on the value of non-traditional management training, such as the Aspen Seminar, to Agency senior managers.

2. The Aspen Institute course brochure best sums up how the Institute sees its role:

"Founded in 1950 as an outgrowth of an international Goethe bicentennial convocation, the Institute has since offered thousands of business executives a rare opportunity for reflection, rediscovery of personal values and examination of contemporary issues in the company of some of the best minds in the world.

... To...highly placed professionals, fully engaged in their careers, the Aspen Institute Executive Seminars offer the opportunity to stand aside for a moment from the rush of daily events, to look at the world and its affairs, and to probe their personal values and those of their institutions.

Seminar content is varied ... but has a common theme: a humanistic approach to the major issues of contemporary society, the perennial search for Goethe's 'few reasonable words' in a world of increasing change and complexity.

Discussion and debate arise from around the seminar table on topics as widely ranging as corporate culture, personal and institutional ethics, and the use and abuse of power.

Skilled moderators from many different backgrounds guide the

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discussions not towards consensus but to deepened awareness and appreciation of alternative viewpoints. The objective is to sharpen the thinking processes needed for effective decision making at senior levels of corporate management."

3. The Aspen Institute largely achieved those ambitious and "high sounding" goals in the case of my seminar session. The core of the seminar was a large textbook of readings and two plays that provided the focus for the seminar discussion. The seventeen seminar participants came from varied backgrounds, though most were executives from corporations or public organizations (U.S. and foreign). The moderator was Professor Sidney Hyman Of the University of Illinois, who has wide experience in Government, academia and journalism, and with the Aspen seminar program. Critical to encouraging the interaction which makes or breaks the seminar is the intellectually stimulating and physically beautiful environment of the Institute and Aspen, in general. The format of the two-week stay with the Institute is designed to encourage both reflection and dialogue among seminar participants. It does this by providing both the necessary time and the special activities conducive to an active interchange. I will briefly comment on these aspects of the seminar in the following paragraphs.

4. I have attached a list of the seminar readings on the hardcopy version of this memo. As one can see from this list the focus is on classics and the "great thinkers." Of necessity, most of the readings are excerpts. The readings cluster on four critical ideas: equality, freedom, justice, and property. Writings from Aristotle, Plato, Machiavelli, deTocqueville, Mill, Martin Luther King, Franklin D. Roosevelt, etc. are all covered under a set schedule and are packaged in themes. Seminar participants are asked to read the material before arriving at the seminar. In practice, because of the volume of the material and the busy schedules of participants, this is rarely done. Most reading is done in the afternoons, late evenings or early mornings. All participants did read the material, and read it very carefully at that. This is essential for full participation in discussions. The reading burden was anywhere from one-to-three hours per day. Two plays were also read, Durrenmatt's "The Visit," and Sophocles' "Antigone." The former was used as a springboard for a mock trial, and the latter was actually presented by the seminar as well as discussed. (The presentation of "Antigone" was a fairly elaborate outdoor production involving costumes, a musician, etc. The play was read, however, and not memorized. The extra effort that went into this production was organized by a seminar participant who had experience as a producer of Off-Broadway plays in New York.)

5. A key benefit of the Aspen experience is the discussions with fellow "seminarians." As can be seen from the attached class list (distributed in hardcopy), they are a varied lot. My seminar included the Mayor of Tel-Aviv, Israel and his wife; an English couple from the business world; an American professor who is teaching at the Free University of Berlin (this professor is

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well-known in political science circles, was on the State Department Policy Planning Staff, and was U.S. Ambassador to the Cameroons at one time); an employee of the New York Stock Exchange who has written a book on Ph.D's in the business world; and the director of a New York Times project to produce an oral history of the newspaper (this individual was also the daughter of the former publisher of the Times, Orvil Dreyfoos.) In addition, there were executives from Honeywell, AT&T, Bell Laboratories, etc. Almost all these individuals were accompanied by spouses who either fully participated in the seminar or were auditors. I was the only U.S. Government employee in my seminar. A similar seminar was running simultaneously and included Ambassador Jack Matlock, a senior member of the National Security Council. This other seminar also included Maj. Gen. (retired) Robert Taylor III, who had worked for the CIA (for the old National Intelligence Programs Evaluation Staff, predecessor to the Intelligence Community Staff) in the late Sixties and early Seventies.

6. The seminar occupies about three hours each morning (except for Sunday.) Seminarisians gather in one of several well-designed seminar rooms. The seminar table is arranged octagonally with participants sitting around the outside and the moderator at the head. The room was light, sunny and airy with attractive paintings. Auditors (both spouses and others) sit along the outside of the room. They are not allowed to participate in discussions. Professor Hyman would lead off the seminar with some questions or observations on the readings and things would go from there. Several participants were "resource people" (i.e., people who were specially invited by the Institute.) I found the material particularly tough going at first. The seminar was initially stressful because the quality and level of the discussions seemed (at least to me) quite high and one was under a strong self-imposed obligation to participate or at least closely follow the back-and-forth. Some of the resource people in particular had considerable background in the subject matter. The discussions were never dull and, in fact, were generally quite fascinating. The varied backgrounds and accomplishments of participants contributed significantly to the quality of the dialogue.

7. The afternoons and evenings were devoted to reading, special lectures, preparation for the play, "Antigone," and free time. Because the reading burden was heavier the first week, that week was quite full. The burden lessened the second week and there was a reasonable amount of time for discussion with colleagues and relaxation. It should be noted that Aspen is a very busy summer resort that has beautiful mountains, generally lovely weather, and 1500 or so music students in residence making for many entertainment alternatives. (The Aspen Music Festival tent is within walking distance of the Institute.) The Institute itself has many things going on including an Arms Control Seminar with exceptionally prestigious attendees (I will take action to make the list of attendees available to the Arms Control Staff---many attendees were former Agency employees, however, no current

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employees were in attendance, to my knowledge.) Generally speaking, the Aspen Institute campus is overrun with political, governmental and corporate heavyweights, adding to the "headiness" of the experience. (Examples during my tenure were James Schlesinger, Bud McFarlane, Justice Harry Blackmun, Shirley Williams, of the U.K. Social Democratic Party, etc.) The informal nature of the Institute, plus the fact that everyone eats in the same dining hall, in casually assembled groups, encourages active exchange. In addition to my own seminar group, there was an active exchange with attendees at the other Executive Seminar that was ongoing at the same time.

8. Administratively, the seminar was run almost perfectly. As mentioned above, the Aspen environment, and the Institute grounds are lovely and conducive to reflection. The Aspen staff is most willing to please and will go out of their way to make one's stay valuable and enjoyable. Most seminarians stay at the Aspen Meadows Hotel which is adjacent to the Institute (the \$4000 tuition includes room and board.) The hotel also has beautiful grounds (Aspen is surrounded by mountains and the views are spectacular) and provides adequate, though unexciting meals. The staff of the hotel was especially pleasant. The hotel caters to the Institute though they do outside business as well. At maximum, the Institute seemed to have four seminars ongoing (about 100 people) so neither crowding at the Institute nor the hotel were a problem. The hotel also has an active health facility which is available to seminar participants (they are encouraged to participate.)

9. The seminar leader, Prof. Sidney Hyman, is a man of considerable personal accomplishment, having been an advisor to several Presidents, editor of F.D.R.'s papers, author of an important book on the American Presidency and a biography of Marriner Eccles, first Chairman of the Federal Reserve Board. Prof. Hyman with his whole family participated fully in all the group's activities including meals and extracurricular excursions. His wide experience and his unpretentious manner contributed directly to the success of the seminar. He encouraged, valued and respected all opinions. In this regard, I would like to note the contribution of the participating spouses. One, in particular, a housewife, who hadn't been in the work world for many years, was one of the stars of the seminar.

10. I had no obvious problems due to my CIA sponsorship at the seminar. The staff was uniformly cordial and supportive. My fellow seminarians, several of whom were Foreign nationals (i.e., Israel and the U.K.), were all quite friendly. Perhaps it was my imagination, but I perceived, if anything, an anti-Government bias more than any anti-CIA feeling. Being without a spouse also puts one at a slight disadvantage. Most firms and sponsors apparently paid for participation of a spouse as well as an employee.

11. In summary, I believe the Aspen Seminar was a most valuable professional and personal experience (and the personal

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and professional, in my judgment, are always inextricably inter-related.). Instead of tired management concepts, Aspen encourages one to rethink personal values. These values I believe are fundamental to the decision making process which is never truly mechanistic but value driven. Though the seminar probably could make a stronger effort to explicitly relate the material to the current organizational environment, the indirect connection is obvious and straightforward. (I suggested at the seminar's end that an additional two-hour session each day be devoted to linking the day's readings to the real world.) My fellow seminarians universally agreed on the value of the experience. Key to the benefits were the stimulating group of seminarians assembled and the unique Aspen environment (physical and atmospheric.) The seminar is organized to encourage interaction outside the seminar room and to provide the time and ambience for reflection and discussion.

12. Based on these very positive benefits, I strongly recommend the CIA continue to participate in the future. Due to the cost and time involved, I believe the seminar is ideally suited to senior managers who need the time and are intellectually ready for a period of reflection and introspection. In the OIT context, we should send group chiefs or higher (preferably deputy directors or above.) The seminar is also given at Wye Plantation, on the Eastern Shore, Maryland. Aspen most certainly has its charms (cultural and recreational activities, ideal facilities and ambience), but I believe Wye, which is a self-contained facility, would probably be acceptable as well. Though, it, no doubt, would be against obscure Government regulations, the sending of spouses should be considered. It appeared to have definite benefits for all parties. A rental car would also be a great asset (though it technically is not required for participation in the seminar.) It would provide a convenient way for getting to and from town which is often required during a two-week stay (the hotel, which is about one mile from downtown Aspen, does provide transportation upon request though this can often result in scheduling problems.)

13. Finally, the question arises as to whether we could replicate this approach in CIA at an off-site facility (presumably at a reduced cost.) We could certainly arrange access to the seminar readings (or comparable readings) and obtain under contract a seminar leader (probably inexperienced.) What we could not recreate is the diverse student body. I believe the varied backgrounds, nationalities, and employers of the seminarians was an absolutely invaluable and crucial part of the experience. A CIA (or Community) clone would lack this important element. We would also have to do without the intellectual atmosphere of the Institute. This, too, would detract from the overall experience.

14. One final footnote is in order: I believe we should consider redesigning our classrooms like those at Aspen, if at all possible. Sitting around the circumference of an octagonal (or similarly shaped) table encouraged discussion, allowed everyone to see the speakers, and gave one the feeling of interaction among

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peers. I think much of our seminar-type training would benefit from this simple change (if we haven't already redesigned our classrooms accordingly since my last in-house training.)

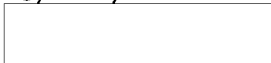
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Aspen Institute Executive Seminar

August 3 - 16, 1986
Aspen, Colorado

Moderator

Sidney Hyman
Professor of Criminal Justice
University of Illinois
Chicago, Illinois

-Fredda Hyman

Participants

John B. Cheatham
Vice President - Finance and
Administration
ARCO Transportation Company
Long Beach, California

-Kellee B. Cheatham

Jennifer Dale
Packaging and Marketing Consultant
Oakham, Leicestershire, England

John Barry Dale
Marketing Director
Pedigree Petfoods
Melton Mowbray, Leicestershire, England

Susan W. Dryfoos
Director, New York Times History
Project
New York Times
New York, New York

Lois Flavin
Boulder, Colorado

Michael A. Flavin
Executive Director - Large Business
Systems
AT&T Information Systems
Denver, Colorado

Harold Grinspoon
Owner - Developer
Aspen Metro Properties
West Springfield, Massachusetts

-Diane Troderman

A. William Kelley
Vice President and General
Manager
Honeywell-Defense Communications &
Production Division
Tampa, Florida

Virginia A. Kelley
Belleair, Florida

Shlomo Lahat
Mayor of Tel Aviv-Yafo
Tel-Aviv-Yafo, Israel

Ziva Lahat
Head Librarian, Department of
Social Sciences
Tel Aviv University
Tel-Aviv-Yafo, Israel

Arlene P. Lear
Program Officer
ORT Technical Assistance
Washington, D.C.

Robert Neil Lear
Manager - Educational Development
and Communications
New York Stock Exchange, Inc.
New York, New York

Dean E. McCumber
Director, Energy Systems and Power
Technology Laboratory
AT&T Bell Laboratories
Parsippany, New Jersey

-Nancy S. McCumber

Participants, continued

P. David Mantor
Senior Executive Vice President
Hamilton Oil Corporation
Denver, Colorado

-Sharon Mantor

Michael A. Revelle
Executive Director - State Regulatory
Pacific Bell
San Francisco, California

Sandy Revelle
Lafayette, California

Herbert John Spiro
Professor of Politics
J.F. Kennedy Institute of North
American Studies
Free University Berlin
West Berlin, Federal Republic of Germany

-Marion Ballin Spiro

STAT
Chief, Management Division, Office of
Information Technology
Central Intelligence Agency
Washington, D.C.

Aspen Institute Executive Seminar

August 3 - 16, 1986
Aspen, Colorado

Moderator: Sidney Hyman

Sessions Meet: West Seminar Room
(Seminar Building)

DAILY SCHEDULE

7:00 - 9:30 .m.	Aspen Meadows Restaurant open for Breakfast
7:30 - 8:15 a.m.	Co-ed exercise class, HealthCenter. (Monday through Saturday, each week. Please bring your own gym clothes - shorts, t-shirt and tennis shoes.)
8:45 - 9:45 a.m.	Exercise class, HealthCenter. This is light exercise on Monday, Wednesday and Friday. There is also an afternoon exercise class - please consult the Health Center information sheet in your welcome packet.
9:30 a.m. - 12:45 p.m.	Seminar sessions: West Seminar Room (Seminar Building)
10:45 - 11:00 a.m.	Coffee Break
12:00 - 2:00 p.m.	Aspen Meadows Restaurant open for Lunch
6:30 - 9:00 p.m.	Aspen Meadows Restaurant open for Dinner

SPECIAL EVENTS

Sunday, August 3

6:15 - 7:30 p.m.	Opening Reception - Meadows House No.8
7:30 p.m.	Dinner - Aspen Meadows Restaurant Main Dining Room

Monday, August 4

7:30 a.m.	General Orientation and High Altitude Exercise Introduction at the Aspen Meadows Health Center. If you plan to use the Health Center during your stay, it is important to attend this introductory session.
5:00 p.m.	A mountain cookout, followed by a tour of the old historic town of Ashcroft.

Special Events, continued

Tuesday, August 5

4:30 p.m.

6:30 Cocktails - Meadows
Hunt #1

8:30 p.m.

Group reading of "The Visit"

Lecture: "East-West Relations: U.S.
European Perspectives" - Paepcke Auditorium

Wednesday, August 6

2:00 p.m.

*Raft trip down the Roaring Fork and
Colorado rivers

8:30 p.m.

Lecture: Robert W. Craig, Keystone Center
"Recollections of a Naive Adventurer" -
Paepcke Auditorium

THURSDAY 1530 AUG 7 SHILOMO
LAHAS

Tuesday, August 12

4:30 p.m.

Group reading of "Antigone"

8:30 p.m.

Panel Discussion with the Aspen
Strategy Group - Paepcke Auditorium

Wednesday, August 13

8:30 p.m.

Lecture: William Frazer, University
of California, "Scientist as
Educator" - Paepcke Auditorium

Thursday, August 14

2:00 p.m.

*Mountain Jeep Trip

1700 - 1730 NY Times

Friday, August 15

7:30 p.m.

Closing Dinner - Aspen Meadows Restaurant
Kresge Conference Room

Saturday, August 16

9:15 a.m. - 12:30 p.m.

Final Seminar Session

Departure after Lunch

* These are optional trips arranged for the convenience of our participants.
More details, including costs, will be available at the seminar room.

THE GENERAL AIMS OF THE EXECUTIVE SEMINAR PROGRAM

The Aspen Institute Executive Seminar Program is designed to create an experience within which the participants can appraise and renew their personal values. The Seminar provides for discussion of the great ideas of the past in relation to the values and thought of the present. The readings have been selected to ensure close consideration of leading ideas from all periods. Each participant also learns from the others--men and women of the finest qualities of mind and spirit from many walks of life. The Executive Seminar Program is intended to create tension between established convictions and habits, and the new ideas introduced by the readings and by discussion with the other participants. The total Program provides time and opportunity for reflection and informal discussion, combined with physical activity and relaxation. Thus, the Program is designed to challenge the individual and to provide a setting for response.

Aspen Institute for Humanistic Studies

Wye Plantation
P.O. Box 222
Queenstown, Maryland 21658
301 827-7168
TELEX 757931

Summer 1986

TO: Participants in Executive Seminars
FROM: Lionel Landry, Director of Seminars
SUBJECT: Supplementary Readings

Please add to the selections included in the Institute's book of seminar readings the following materials:

Second Week, Fourth Day: Materials on
Comparable Worth Issues

Second Week, Fifth Day: Development and
Human Rights, by Soedjatmoko, Rector,
United Nations University, Tokyo, Japan

Second Week, Sixth Day: Science, the Greatest
Experiment, by Dr. Edward E. David, Jr.,
President, Exxon Research and Engineering
Corporation

On those last three days, materials originally in the Readings have been dropped from the present version. The three problems represented in the supplementary materials listed above will replace the issues formerly included for discussion.

LL:ck



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JUSTICE: THE INDIVIDUAL AND SOCIETY

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* The word selection identifies readings which are excerpted rather than presented in their entirety.